

# UK Gender Pay Gap



# Driving Inclusion, Diversity and Belonging at Just Eat Takeaway.com

At Just Eat Takeaway.com, we're committed to fostering an inclusive culture where all of our people are provided with the right tools to succeed. It's really important to us that everyone feels valued, represented and has a sense of belonging in the work environment. And as part of this, gender equality remains one of our priorities.

We're pleased to be making progress and have seen improvements in our overall gender pay gap for the UK in the last year. Our focus remains on ensuring that we continue to have a pipeline of talented women joining the business, who are paid fairly for the work they do, and have the opportunity to develop their careers at Just Eat Takeaway.com.

**Claire Pointon,**  
UK Managing Director,  
Just Eat Takeaway.com

With a global presence in 20 markets and a diverse workforce spanning approximately 100 nationalities driving diversity, inclusion and belonging through the business remains fundamental to our success. In 2023, we reached a significant milestone in the introduction of data-driven global ambitions for gender representation, and we've set targets to drive us closer to equal gender representation across all job levels of the business by 2025.

We look forward to updating you on the developments of these initiatives as they progress.

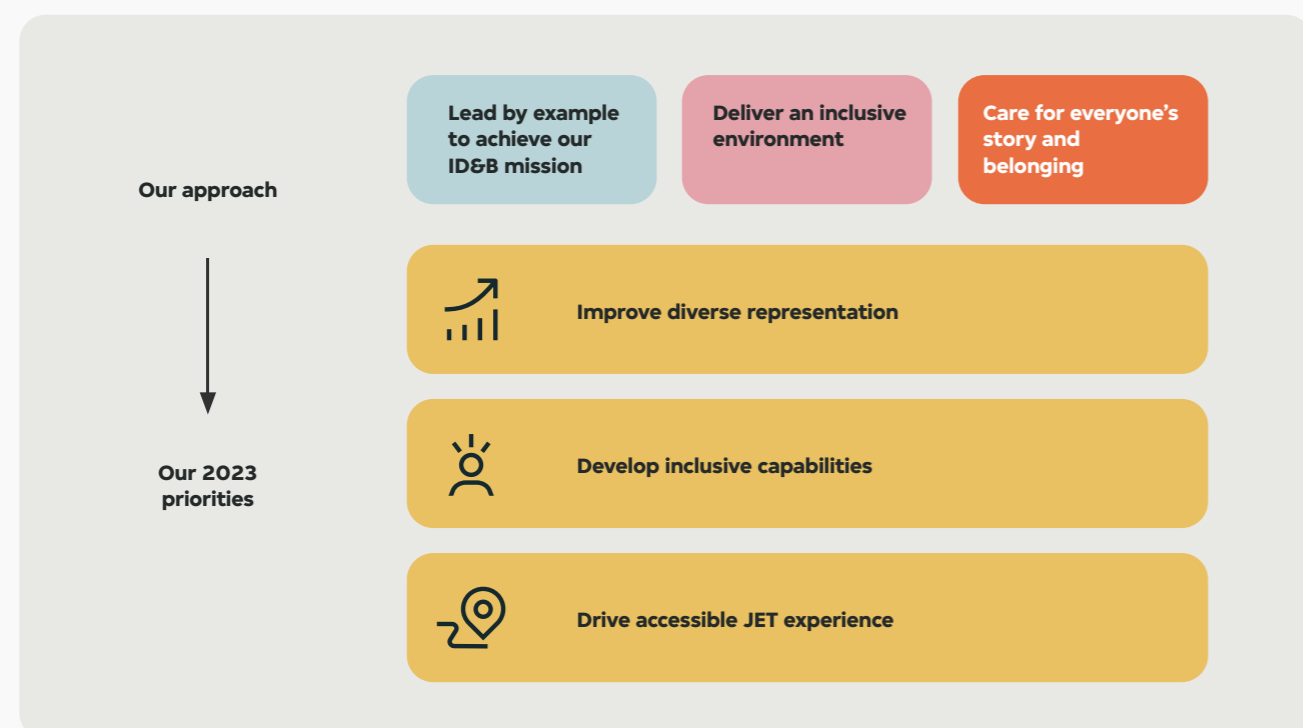


## Our global ID&B mission

“We are committed to living our values to create an inclusive culture, encouraging a diversity of people and thinking, in which all employees and stakeholders feel like they truly belong.

We want to encourage everyone to step into each other’s world and to embrace new perspectives, continue to inspire innovation and, ultimately, to gain valuable insights that drive business results.”

To consistently deliver progress towards our mission, we have grounded our approach in three strategic pillars:



## Delivering an inclusive environment globally:

Inclusion, Diversity and Belonging plays an important role in the success of our business. Diversity helps increase creativity, innovative thinking and strengthens employee engagement. So we want to make sure we are implementing and advocating key Inclusion, Diversity & Belonging principles throughout our organisation in everything we do.

One of the ways we achieve this is to ensure that our employees are compensated fairly for doing the same job, regardless of gender. This is also known as the equal pay gap, which is defined as the average pay gap between the genders for doing the same job in the same location. The equal pay gap at Just Eat Takeaway.com is less than 2%, meaning male and female employees are, on average, paid equally in similar positions.

In the last year, we have continued to introduce several initiatives to create a more inclusive workplace environment. These include the launch of an internal Accessibility Hub on our intranet. This hub serves as a one-stop resource where employees can access assistive software, now available across the organisation, to make digital resources more inclusive. It also provides educational materials on disability inclusion and guides on creating accessible content and products.

Our Global Inclusive Leadership programme was also introduced in 2023 and was completed by more than 70% of our Executive and Senior Leadership. The Inclusive Leadership programme covered critical learning topics such as addressing unconscious bias, effective management of diverse teams and setting a powerful example.

Our Employee Resource Groups (ERGs), which are employee-led communities for people with similar interests and identities to connect with each other, have continued to raise awareness and celebrate inclusion across the business. Our employees are welcome to join a variety of groups, from Global Women in Tech, JET and Proud (LGBTQ+), Neurodiversity and JET in Colour (Multicultural Diversity). Throughout the year, we have connected our ERGs with sponsors from our Executive Committee to drive leadership support and visibility.

To enhance the overall awareness of Inclusion, Diversity & Belonging, we launched targeted global learning programmes tailored to specific teams and roles. This includes inclusive hiring practices for recruiters and creating inclusive learning experiences for learning designers. Additionally, we launched mandatory respectful workplace training, covering vital topics such as fostering inclusivity in the workplace. We also developed guidelines, such as inclusive language for copywriters to accessibility guidelines for designers, ensuring a supportive environment for all.



## Gender diversity targets

We believe in holding ourselves to account, and we know that we won't be able to deliver for our workforce without continually challenging ourselves to raise the bar. For the first time, we're pleased to be setting data-driven ambitions to increase gender balance across all job levels, functions, and segments of our organisation by the end of 2025.

Gender ambitions

Levels	Gender diversity as of 1 January 2023 (Female %)	Gender diversity as of 31 December 2023 (Female %)	Ambitions by the end of 2025 (Female %)
ExCo & MB	23%	27%	31%
SLC	31%	33%	34%
Managers	34%	35%	40%
Professionals	40%	40%	50%
Support	51%	50%	50%

To achieve our gender diversity ambitions, we'll focus on three main areas: hiring, promotions, and attrition. We aim to have an equal number of men and women in our new hires and ensure equal rates of promotions and departures. This includes monitoring and addressing any gender gaps in performance ratings as part of the annual performance review process. By focusing on these specific areas, we can identify and understand any differences that may exist and make improvements to our processes to benefit our diverse workforce.

To support this we launched a Global ID&B committee in Talent Acquisition, dedicated to driving a more inclusive recruitment and hiring process, ensuring that we tap into diverse talent pools across the globe. We're now tracking gender diversity at the applicant stage on a global scale. This helps us identify any disparities early in the recruitment process, guiding our continuous improvement efforts towards a more inclusive talent acquisition process. In addition to this, we widened the scope for our early careers

programme in tech by targeting an even split between men and women, as well as removing the need to have a degree and modifying assessment methods. Overall, 52% of the programme was made up of female employees last year.

We recognise that setting gender representation ambitions is a step in our journey, but not the ultimate destination. Our commitment to diversity extends beyond gender, and we are currently exploring ways to enhance our measurement of diversity globally.

We anticipate that this new ambition will result in changes across our recruitment and management practices, and we will update our workforce and stakeholders on our progress.

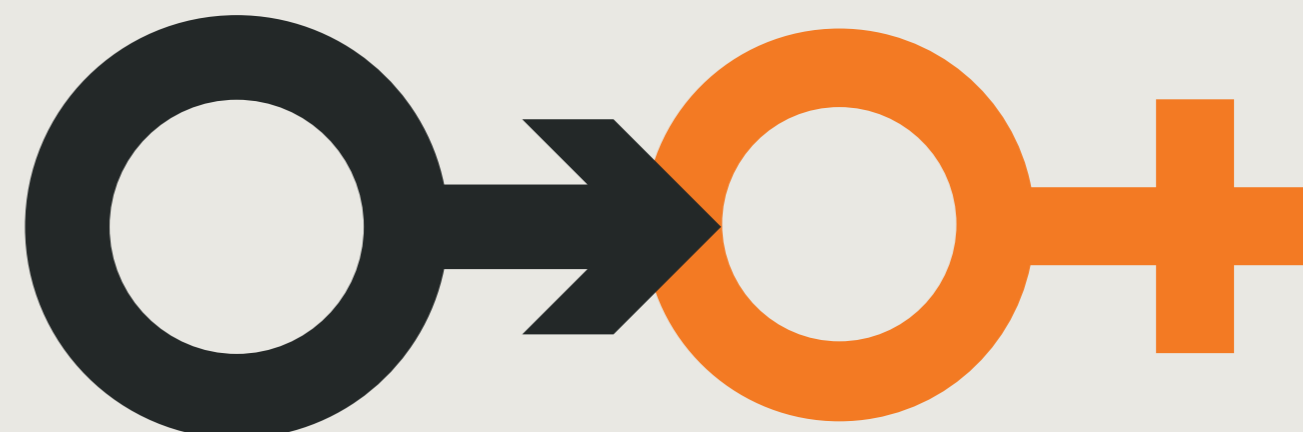
It's important to note that we recognise that there are more genders than male and female and are looking to enhance the diversity and inclusion of all genders, including non-binary and other gender identities.



# Statutory report

This report includes information relating to both our UK based companies (Just Eat Holdings & Just-Eat.co.uk Ltd). We are required to report these separately on the government website. The information contained in this report was collected on 5 April 2023, in line with the reporting requirements. Just Eat Takeaway.com N.V. has other UK based subsidiaries that do not meet the requirements for Gender Pay Gap Reporting.

The gender pay gap is not the same as an equal pay gap. Equal pay means males and females are paid the same for the same work or work of equal value. We monitor the equal pay gap annually as part of our annual salary review process internationally. We believe in and are committed to equal pay for equal work.



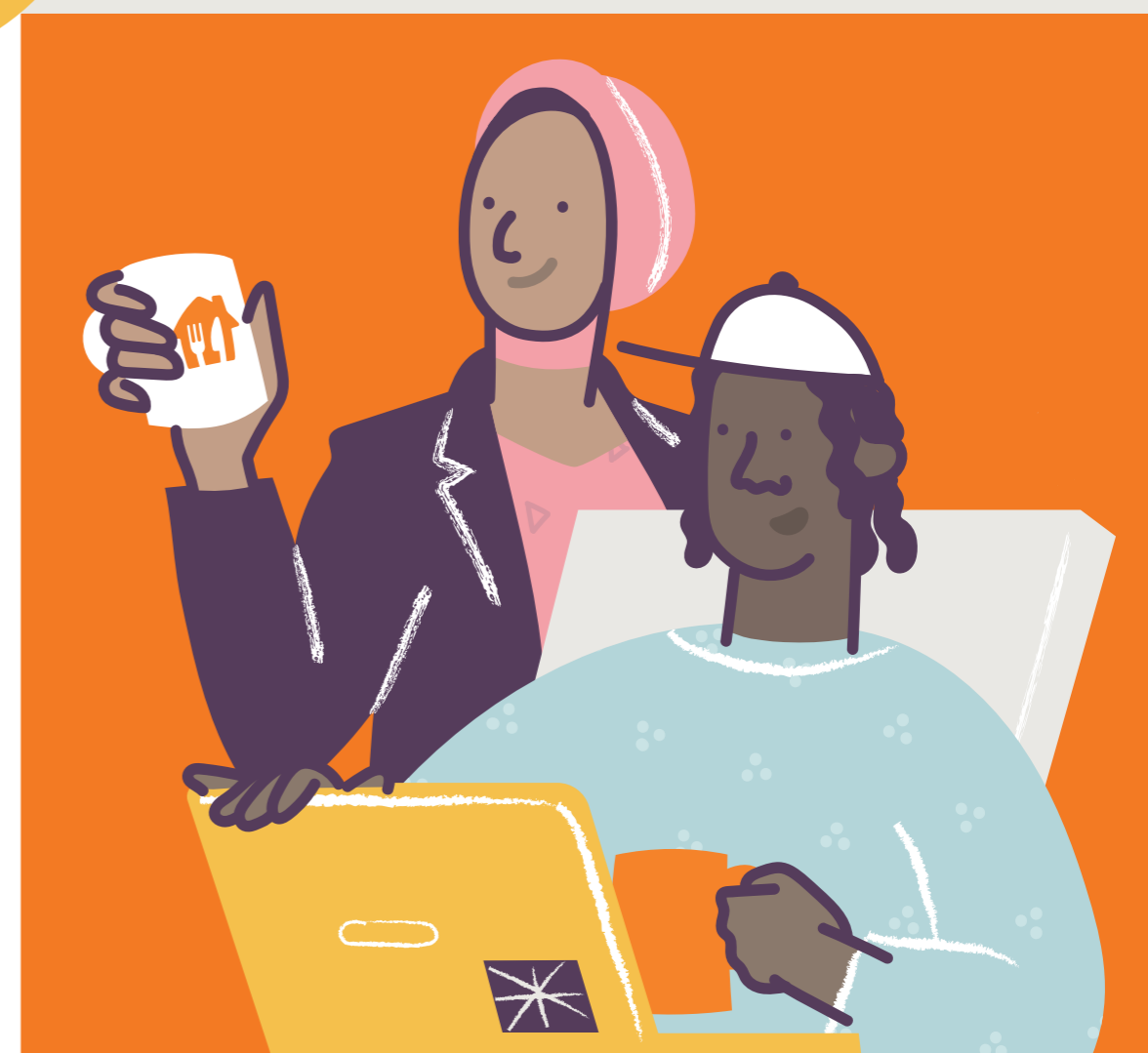
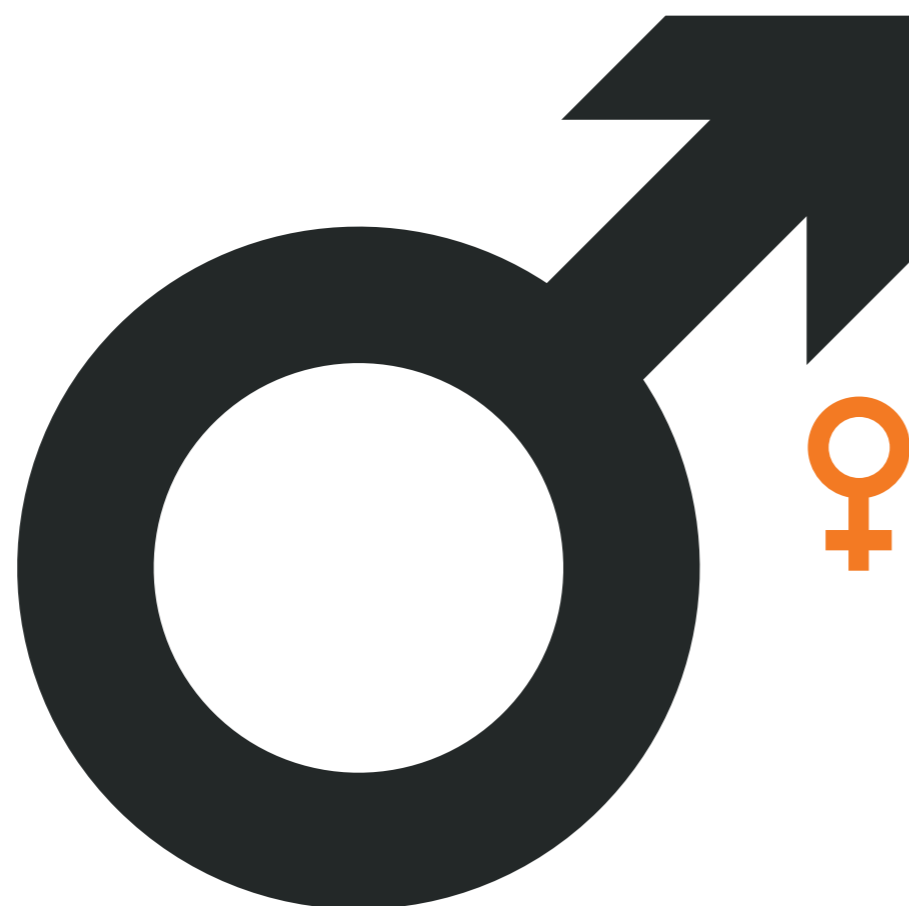
## Gender pay

Shows the difference in average pay between female and male employees across all roles.



## Equal pay

Compares the pay of female and male employees doing the same role



### Mean pay gap

	2019			2020			2021			2022			2023		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
<b>Holdings</b>	32.0	39.0	171%	31.9	39.1	18.3%	32.8	37.7	13.1%	36.6	44.7	17.8%	<b>36.21</b>	<b>42.50</b>	<b>14.8%</b> ↓
<b>UK</b>	15.5	19.0	20.8%	20.2	21.0	4.0%	18.1	19.6	7.8%	16.8	17.8	5.3%	<b>20.63</b>	<b>21.47</b>	<b>3.9%</b> ↓

$$\frac{A - B}{A} \times 100$$

**A** Mean gross hourly rate of pay of all male relevant employees employed on the relevant date  
**B** Mean gross hourly rate of pay of all female relevant employees employed on the relevant date



### Median pay gap

	2019			2020			2021			2022			2023		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
<b>Holdings</b>	27.9	35.2	19.8%	28.6	35.6	19.7%	28.7	36.4	21.2%	32.1	41.2	21.9%	<b>32.66</b>	<b>40.5</b>	<b>19.36</b> ↓
<b>UK</b>	11.7	13.4	13.2%	15.7	16.2	3.3%	14.5	15.0	3.7%	12.9	13.5	4.2%	<b>14.56</b>	<b>15.76</b>	<b>7.64%</b> ↑

$$\frac{C - D}{C} \times 100$$

**C** Median gross hourly rate of pay of all male relevant employees employed on the relevant date  
**D** Median gross hourly rate of pay of all female relevant employees employed on the relevant date



### Mean bonus pay gap

	2019			2020			2021			2022			2023		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
<b>Holdings</b>	£11,689.8	£17,952.7	34.9%	£12,935.2	£16,040.5	19.4%	18,062.0	£20,665.1	12.6%	£9,391.46	£12,794.49	26.6%	<b>£11,862.50</b>	<b>£12,811.42</b>	<b>7.4%</b> ↓
<b>UK</b>	£5,680.7	£11,136.0	70.1%	£3,327.2	£8,182.4	30.6%	£4,265.2	£5,521.5	22.8%	£5,546.26	£8,322.55	33.4%	<b>£8,531.66</b>	<b>£10,440.85</b>	<b>18.3%</b> ↓

$$\frac{E - F}{E} \times 100$$

**E** Mean bonus pay for all male relevant employees during the period of 12 months preceding the relevant date  
**F** Mean bonus pay for all female relevant employees during the period of 12 months preceding the relevant date

### Median bonus pay gap

	2019			2020			2021			2022			2023		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
<b>Holdings</b>	£5,180.0	£7,699.7	32.7%	£7,175.0	£9,290.0	22.8%	£8,690.0	£9,690.0	10.3%	£5,893.44	£8,238.41	28.5%	<b>£7,090</b>	<b>£8,910</b>	<b>20.4%</b> ↓
<b>UK</b>	£1,695.0	£2,710.2	32.5%	£2,960.0	£4,079.3	27.4%	£1,950.0	£2,490.0	21.7%	£2,840.00	£3,892.50	27.0%	<b>£6,834.61</b>	<b>£7,769.99</b>	<b>12.04%</b> ↓

$$\frac{G - H}{G} \times 100$$

**G** Median bonus pay for all male relevant employees during the period of 12 months preceding the relevant date  
**H** Median bonus pay for all female relevant employees during the period of 12 months preceding the relevant date



### Bonus proportion: % of employees (M/F) receiving a bonus

	2019		2020		2021		2022		2023	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Holdings	80.0%	81.5%	92.9%	91.3%	97.2%	97.7%	84.6%	83.7%	61.42% ↓	47.66% ↓
UK	89.5%	84.5%	88.0%	87.8%	99.7%	99.6%	44.4%*	43.8%*	41.21% ↓	40.83% ↓

\*There were 823 employees without a bonus in the UK, 734 being CS employees without eligibility or hires on or after 1 October 2021

### % of women in each pay quartile

Quartile	Holdings				Difference holdings 2023	UK				Difference UK 2023	
	2019	2020	2021	2022		2019	2020	2021	2022		
Lower	46.0%	47.7%	53.2%	58.47%	51.98%	48.6%	46.9%	47.8%	48.55%	51.92%	Worse
Lower Middle	26.8%	30.5%	33.8%	34.32%	39.92%	58.0%	51.0%	53.7%	45.64%	45.42%	
Upper Middle	24.5%	26.1%	18.6%	24.58%	22.89%	52.7%	46.9%	47.8%	51.93%	47.13%	Improved
Upper	25.0%	19.8%	28.1%	26.27%	22.80%	37.5%	40.6%	43.3%	53.21%	47.51%	

## How will we close the gap?

We understand that an element of our gender pay gap is driven by a lack of women in senior positions - something we are looking to address through setting clear goals, being data driven to know where we need to improve, and being bold in making structural change. This year has seen the appointment of more women to senior leadership positions across the organisation, including country management and leading global divisions. Our data driven approach creates a strong foundation to support us in creating long-term ambitions for diversity at Just Eat Takeaway.com, and crucially identify opportunities to drive ID&B initiatives in the future across all levels of the company

The other element to closing the gender pay gap is seeking to create gender-balanced representation in all levels of the company. On the Equal Pay Gap front, we are maintaining our effort into keeping the Equal Pay Gap as close as we can to 0%. The mechanisms we have implemented include incorporating gender diversity reviews in performance ratings and pay reviews. Additionally, we've created a live dashboard that monitors Equal Pay Gaps, so that we can quickly pinpoint gaps and intervene at the earliest point possible.



